

Evaluating Change in Members of the Lubbock Fire Department

Strategic Management of Change

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Abstract

The Lubbock Fire Department has been through numerous changes since its inception in the early 1900's. The problem was management change initiatives did not match up with the goals of the fire fighters. The purpose of this applied research project was to gain a better understanding about fire fighter's goals and to develop a strategy of goal alignment for members of the Lubbock Fire Department.

Action research methodology was used to answer the following questions:

1. Why are you a fire fighter?
2. What personal goals are you currently working on?
3. What are your career goals?
4. Is there an event or situation that has significantly influenced you or your goals?

The literature review examined books, journals and Internet articles relating to goals and leadership. Fire fighter surveys were conducted with new fire fighters and 10-year veterans to gather more information concerning their personal and career goals. Procedures included evaluating the surveys from each of the fire fighters and matching their responses to Maslow's Hierarchy of Needs. Strategies were prioritized in order to match organizational goals with the fire fighter's goals.

The results from the literature review showed that every individual in the organization has a responsibility for change and leaders within the organization can affect performance by clearing paths to goals. Results of the survey indicated that fire

fighters goals could be associated with Maslow's Hierarchy of Needs and matched up with the organization's goals.

It was recommended to re-evaluate the annual performance appraisal process to include goal alignment strategies. It was also recommended to include leadership training classes for all officers.

TABLE OF CONTENTS

ABSTRACT.	2
TABLE OF CONTENTS	4
INTRODUCTION	5
BACKGROUND AND SIGNIFICANCE	6
LITERATURE REVIEW	8
PROCEDURES	13
RESULTS	16
DISCUSSION	22
RECOMMENDATIONS	26
REFERENCES	28
APPENDIX A (Strategies for Goal Alignment)	29
APPENDIX B (Motivational Matrix)	30
APPENDIX C (LFD Mission Statement)	31
APPENDIX D (Survey for 1st Day on the Job)	32
APPENDIX E (Survey Letters to Fire Fighters)	33
APPENDIX F (Survey Results for 1st Day on the Job)	36
APPENDIX G (Survey Results for 1-2 Year Fire Fighters)	38
APPENDIX H (Survey Results for 3-4 Year Fire Fighters)	40
APPENDIX I (Survey Results for 10 Year Fire Fighters)	42
APPENDIX J (Maslow's Hierarchy of Needs)	44

INTRODUCTION

The Lubbock Fire Department is constantly going through one change or another. Administration continuously looks at better ways to improve performance levels and customer service. Fire fighters in the stations get caught in the middle of the change initiatives and appear to be split in their reactions to the changes. Some fire fighters realize that change is necessary to meet the customer's needs, but others are negative towards change and believe things were just fine the way they used to be. These negative attitudes are expressed in various means, usually by those fire fighters who have been around for a while (Chief Steve Hailey, personal communication, August 28, 2000).

During the first few years as a fire fighter, it appears that the majority of the recruits love their job. New fire fighters are enthusiastic about coming to work and doing a good job (Chief Steve Hailey, personal communication, August 28, 2000). After a few years, many fire fighters become disgruntled and lose the enthusiasm they had when they first came to work (Hailey). The problem is the Lubbock Fire Departments' change initiatives do not match up with the personal and career goals of fire suppression personnel.

The purpose of this applied research project is to gain a better understanding about fire fighters goals and vision for their work and develop a strategy to match their goals with those of the fire department. In conducting the research, this author used the action research methodology to answer the following questions:

1. Why are you a fire fighter?
2. What personal goals are you currently working on?
3. What are your career goals?
4. Is there an event or situation that has significantly influenced you or your goals?

BACKGROUND AND SIGNIFICANCE

The Lubbock Fire Department (LFD) protects a population of 200,000 people and covers a 126 square mile area. Lubbock is primarily an agricultural and metropolitan hub of the South Plains of West Texas. It is home to three universities, one community college and some light industrial business. The LFD employs 237 line personnel and operates out of 14 fire stations. The LFD has divided the city into two fire response districts and operates three 24-hour shifts. Recruits are hired on the basis of written and physical agility tests and an interview process. Recruits then go through an 18 week recruit training program which gives them the required hours to sit for the Basic Fire Fighter exam before the Texas Fire Fighters Commission. The recruit curriculum consists of approximately 31 subjects including things such as ladders, fire streams and emergency medical skills. Once the recruit passes the state fire fighters exam, they are assigned to work at a fire station where they are on probation for a period of one year. The promotional steps under the level of fire chief include probationary fire fighter, firefighter, equipment operator, lieutenant, captain, district chief and deputy chief. Starting at the fire fighter step, an individual must serve in each step for two years before being eligible to test for promotion in the next higher step.

Change initiatives in the past have been met with resistance from many of the fire fighters in the fire stations. Currently, fire administrators are implementing change initiatives like a First Responder Program and a Terrorism Response Plan, which is generating this same type of resistance. This resistance tends to bog down progress in meeting organizational goals. Understanding this resistance to change initiatives and aligning fire fighters goals with organizational goals should help increase the efficiency and effectiveness of current and future operational goals.

The analysis phase of the Change Management Model as expressed in the Strategic Management of Change course at the National Fire Academy will be utilized to evaluate existing conditions and possible solutions.

The LFD Mission Statement (Appendix C) states that the Lubbock Fire Department protects life, property, health, and the environment of our city by delivering quality Fire and Life Safety Services. The Mission Statement also states that the department's reliance on its employees to provide these services requires that: Each individual participates with a high standard of initiative, cooperation, and dedication for the accomplishment of the Fire Department Mission.

The current goals for the fire suppression include reducing property loss by containing fires to place of origin, preventing fires by eliminating common hazards and improving capabilities for effectiveness in emergencies. One activity, which has been identified as an operational goal to improve effectiveness in operations, is a First Responder Program. Beginning in March of 2001, the LFD will implement a First Responder Program. For the past two years, the LFD has upgraded the level of medical training for fire fighters from the Emergency Care Attendant level to the Emergency

Medical Technician level. Automatic External Defibrillators were put on all engine companies in an effort to provide a higher level of customer service to the public. These changes, along with others, have been met with some resistance from the personnel in the fire stations.

LITERATURE REVIEW

The literature review began by looking at the factors that affect change in organizations. Seashore, Lawler, Mirvis, and Cammann (1983) state that the understanding of organizations requires contributions from psychological, sociological, economic and other disciplinary bases, and further, it requires that these orientations be brought to bear jointly in order to better understand the complex process of organizational change or maintenance of equilibrium. The results achieved by an organization are influenced by the characteristics of the individuals employed within it. Personnel from different backgrounds, different genders or different levels of education react differently to their work environments and perform their jobs in different ways. The existing composition of a work force can be a bane or a boon to a change program. A work-place change that some find motivating, others resist, and a new policy that some favor, others oppose. Therefore, it is important to consider the nature of individuals and groups when planning or assessing change initiatives (Seashore et al. 1983). The work of Seashore et al. influenced this author to search for successful methods of implementing change through the individuals that make up the organization.

Further review indicated that managers have a responsibility in organizational change. Block (1991) believes that to realize our vision in an organizational setting, we

need the support of those around us. Bosses need subordinates and colleagues need peers. We are dependent on ourselves and on each other. The dependent part of us, however, is reluctant to risk or to take responsibility for the future of the organization. This reluctance of people to claim their autonomy takes many forms. Block (1991) further states that the most popular fictional character in organizational life is “they”. They won’t make up their minds, they shoot messengers, they care more about form than substance and they don’t provide the leadership we need are statements which reflect the dependency many subordinates have on their bosses. To blame the lack of entrepreneurial behavior solely on the unwillingness of managers to give up control is only part of the problem (Block, 1991). Block convinced this author that everyone in the organization has a responsibility in promoting change.

De Vries (1993) added that leaders and followers have responsibilities for ensuring the organization’s goals are met. The primary task of leaders is to find the most effective way of directing the prevailing energy in their organizations toward a common goal (De Vries, 1993). Leaders must do more than create a vision of the future that is in tune with the external environment. They must also articulate, share and enact that vision by channeling the existing aggressive energy of their people outward. De Vries (1993) goes on to emphasize the need for balance in the relationship between leaders and followers. The judicious use of power is crucial to creating common goals and giving meaning to organizational life, but failure to recognize the dual nature of power; that it can be used both constructively and destructively, can affect one’s ability to stay in contact with reality.

Steven Covey (1989) believes that true change comes from within the individual, whether leader or follower. Covey, in talking about Dr. Charles Garfield's research on peak performers states that almost all of the world-class athletes and other peak performers are visualizers. He goes on to say that they feel it, they see it and they actually experience it before they actually do it. They begin with the end in mind (Covey, 1989). In Proverbs 29:18 it says, "Where there is no vision, the people perish..." (Nelson, 1975). Covey (1989) states that people who understand responsibility do not blame circumstances, conditions or conditioning for their behavior. They understand that our behavior is a function of our decisions, not our conditions. De Vries, Covey and Nelson emphasized the responsibilities leaders have in leading change and influenced this researcher to look at how leaders could affect fire fighters behaviors to match up with LFD organizational goals.

Scarpello, Ledvinka and Bergmann (1995) believe the behavior of individual employees, in an organization, is controlled directly and personally by the immediate supervisor. However, that form of control becomes increasingly ineffective as educated workers holding democratic values perceive it to be autocratic and a show of power on the part of the supervisor (Scarpello et al. 1995).

These perspectives led this author to look closer at the effect goals have on individuals. Robert House (1971) proposes that the leader can affect the performance, satisfaction, and motivation of a group through offering rewards for goal attainment, clarifying paths towards these goals and removing obstacles to performance. The leader may perform these by adopting a certain leadership style, based on the situation. The four leadership styles House lists are Directive, Supportive, Participative and

Achievement-Oriented. He matches each of these styles to different situations. If the follower lacks self-confidence, the leader should apply a supportive style by being friendly and courteous, open and approachable and showing concern for the followers' well being and needs. This approach will increase the confidence of the follower to achieve higher work performance and satisfaction (House, 1971).

If a job is ambiguous, House (1971) recommends that a direct approach be applied. The leader should set clear expectations, tell how and when to do the job and how the job fits in to the over-all mission. This is accomplished through schedules, norms, procedures and regulations. The leader then clarifies a path to a reward and performance and satisfaction increases.

Where the job lacks challenges, an achievement –oriented leadership style should accomplish higher performance through the setting of higher goals and supporting the follower to assume more responsibility (House, 1971). If an incorrect reward is in place, the leader should use the Participative style of leadership by soliciting suggestions from the group and possibly changing the reward.

House's (1971) study defined "initiating structure" as the extent to which the leader imposes psychological structure on subordinates, such as clarifying their work expectations or assigning specific work tasks and "consideration" was defined as the degree to which a leader provides a friendly, supportive and helpful environment for subordinates. He found that if a subordinate has a habitual or accustomed job, then a high level of initiating structure will decrease employee satisfaction (House, 1971). In contrast, if an employee has a highly ambiguous role within the organization, then a high level of initiating structure will lead to high employee satisfaction and performance.

In terms of consideration, for employees who have routine jobs, a greater consideration by the leader should result in increased job satisfaction. For professional individuals and those whose position within the organization is less determined by specific job duties, consideration has been found to have no effect on job satisfaction (House, 1971). House influenced this author to look not only at using different leadership styles for directing fire fighters towards their goals, but to also look at the correlation between goals and seniority in fire fighters.

Ward (1998) agrees with House in stating that the employee must understand that it is the job of management to assist the employee in meeting his or her personal goals and objectives. The result will be that all goals and objectives will be clearly understood and the employee will have a clear direction of purpose (Ward, 1998).

Abraham Maslow's Hierarchy of Needs lists five levels of needs in individuals beginning with the basic physiological needs such as food and shelter and safety and security needs (Carter and Rausch, 1989). The higher levels of needs are the belonging and social needs, self esteem and status needs and finally, the self-realization and fulfillment needs (Carter and Rausch, 1989). Maslow believed that once the basic needs were met, the individual would strive to meet higher levels. A rookie fire fighter, while still seeking the feeling of belonging within a fire department, might simultaneously be looking forward to a time of promotion and a time when complete self-confidence and personal satisfaction is realized concerning the choice of a career within the fire service (Carter and Rausch, 1989). The literature review compelled this author to develop a theory on motivating fire fighters based on the findings and results of the research.

PROCEDURES

The research procedure used in preparing this paper began with a literature review at the Learning Resource Center at the National Fire Academy in September of 2000. Additional literature reviews were conducted from October 2000 through January 2001 at the Texas Tech Library located in Lubbock, Texas. The research focused on the impact leadership has on aligning workers' goals and attitudes with the goals of the organization. Second, the research studied the differences between goals of new recruits and the goals of veteran fire fighters on the Lubbock Fire Department.

The literature review focused on how organizations change and how the behavior of members in the organization impact that change. Further research looked at leaders and followers and how goals and vision are expressed throughout organizations.

A survey, which had been used on the beginning day of fire recruit classes, was modified and distributed to fire fighting personnel throughout the Lubbock Fire Department. A total of 79 survey letters (Appendix E) were mailed to the homes of these firefighters in September of 2000. 76 responses to the letters were received. 53 additional surveys, which had been filled out by recruits on their first day at work, were also analyzed. These 53 surveys, which had been given to various recruit classes on their first day at work, date back as early as September of 1997. There were a total of 126 personnel responding, which represents a 97% return on the surveys.

The results of the survey were tabulated and entered into a Microsoft Excel spreadsheet and represented in graphs (Figures 1-4). These graphs were utilized to help answer the research questions. The top five answers to the research questions

were classified into Maslow's Hierarchy of Needs to gain a better understanding of the change in fire fighters' needs over a long period of time (Appendix J). The results from combining the survey responses with Maslow's Hierarchy of Needs led this author to create the Motivational Matrix utilizing a nominal measurement method to prioritize leadership approaches to motivation (Appendix B). Strategies were then developed to enhance the transitional affects of change initiatives (Appendix A).

Once organizational goals are identified, they can be aligned with the fire fighters goals in the Matrix (Appendix B) utilizing the strategies in Appendix J. If an organizational goal were to provide a First Responder Program, the leaders best approach would be to appeal to the (1-2 year) fire fighters safety and security needs (Appendix B) by emphasizing how the new program would benefit them or their family. If that approach does not work, the leader would then appeal to the fire fighters esteem and social needs (Appendix B) and show them how the program could meet those needs (Appendix J). Individuals' goals can also be classified, prioritized and placed on the Matrix in order to align specific goals with organizational goals.

Limitations

This research project was limited by many factors. When I began, in 1997, administering the survey on the first day of recruit school, I did not ask question 4 (Appendix E). This question was added to the survey for the 3-4 and 10-year fire fighters. This limited the scope of the research by not accounting factors affecting goals or significant events early in the fire fighter's career. This author believed initially, that a single event could have a lasting impression on the fire fighters goals and question 4

was added to the survey letters sent out in September of 2000. In retrospect, another complete study could be devoted to this factor alone and time restraints required the scope of the research to be narrowed. Data from this question was collected and included in the results (Appendices G-I), however, this data was not evaluated or included in the final analysis.

Another limiting factor was the manner with which the letter was received by some of the fire fighters. The letter was mailed to the fire fighter's home on a departmental letterhead from the Deputy Chief of Operations. This formality, along with the direct approach of the letters (Appendix E), implied that the fire fighter did not have a choice in responding to the letter. This might have influenced the manner in which the fire fighter responded.

The survey letters (Appendix E) were not multiple choice; therefore, the responses were unlimited. In answering the questions, an individual might have given several different reasons for becoming a fire fighter. The numerous responses had to be categorized and placed according to a "best fit" method utilizing this researcher's opinion, which could be considered biased (Appendices F-I). However, all of the responses were recorded and included in the response data (Appendices F-I). Analyzing the data and getting concrete information proved to be very time consuming and difficult.

The sample size in each of the seniority ranges varied. The number of respondents in a seniority range was not equal to the number of respondents in the other ranges. In retrospect, it would have been better to send out the survey to all fire fighters with 20 years or less on the department instead of limiting it to those with 10

years or less. This would have given a broader seniority range and possibly shown more drastic results over a longer time period.

The final limitation was the duplication of individuals surveyed. The recruit's who were surveyed on the first day of work, dating back to 1997, were the same 3-4 year fire fighters surveyed in 2000. While this might have limited the number of respondents, it also added validity to the results by seeing what goals had changed in the specific individual over the 3-4 year period.

RESULTS

The results of the literature review indicates that the people in organizations are interdependent when it comes to change (Block, 1991). Everyone in the organization has a responsibility for change and the leader's responsibility is to figure out the most effective way of directing the prevailing energy towards a common goal (DeVries, 1993). Leaders in the organization can affect the performance and satisfaction of individuals in the organization by clarifying paths towards goals (House, 1971).

Ward (1998) emphasized the need for effective communication within the organization in order to give the employees direction and purpose. Knowing when to lead and when to follow are important qualities of effective leaders. The key to leading individuals towards their personal goals involves effective communication which balances leadership and management (Ward, 1998).

The survey reflects 2.3 % of all of the respondents being in a minority classification and 97.7% were Caucasian males. There is only one female in the fire suppression section of the LFD. She has more than 10 years of service and, therefore, was not included in this survey. The diversity of the respondents closely represents the

demographics of the fire fighters in the fire stations. The results of the survey administered on the first day when the fire fighters began recruit training are listed in Appendix F. There were 53 respondents with an average age of 28 years. 52% of these respondents were married and 32% were single and had never married. Appendix G includes the responses from the 1-2 year fire fighters. The average age of these respondents is 29 years. 67% were married and 20% had never been married. Results from the survey given to 3-4 year fire fighters are listed in Appendix H with the average age of these fire fighters being 31 years. 77% of them are married and 7% have never been married. The results from the survey given to the 10-year fire fighters are listed in Appendix I with the average age of these firefighters being 38 years. 91% are married and 8% have been married, but are not currently.

Why are you a fire fighter?

The responses from the fire fighter survey in Figure 1 indicate the top five answers to why individuals want to be fire fighters. The primary reason they become fire fighters is to serve the public (Figure 1). This desire is very strong at the 1-2 year term and then begins to fade near the 10 year mark. The excitement of the job is listed at its highest peak at the 3-4 year range and then drops off. Job security goes up on the chart during the 10-year time frame. A negative correlation exists between the responses, challenging career and excitement.

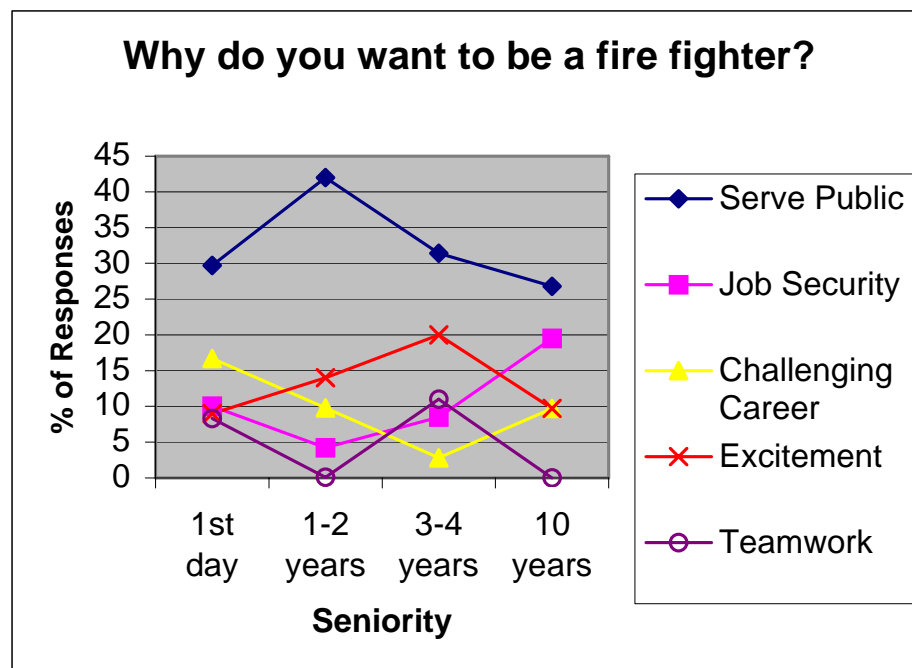


Figure 1. Reasons various groups of individuals want to be fire fighters from the first day on the job (left) to those who have ten years experience on the fire department (right).

What personal goals are you currently working on?

Most of the results indicate that personal goals revolve around the success of the family (Figure 2). The importance of happiness begins to increase later on in the career of the fire fighter. Financial security is listed higher in the early years of their career. Financial security and growth as a human appear to have a negative correlation.

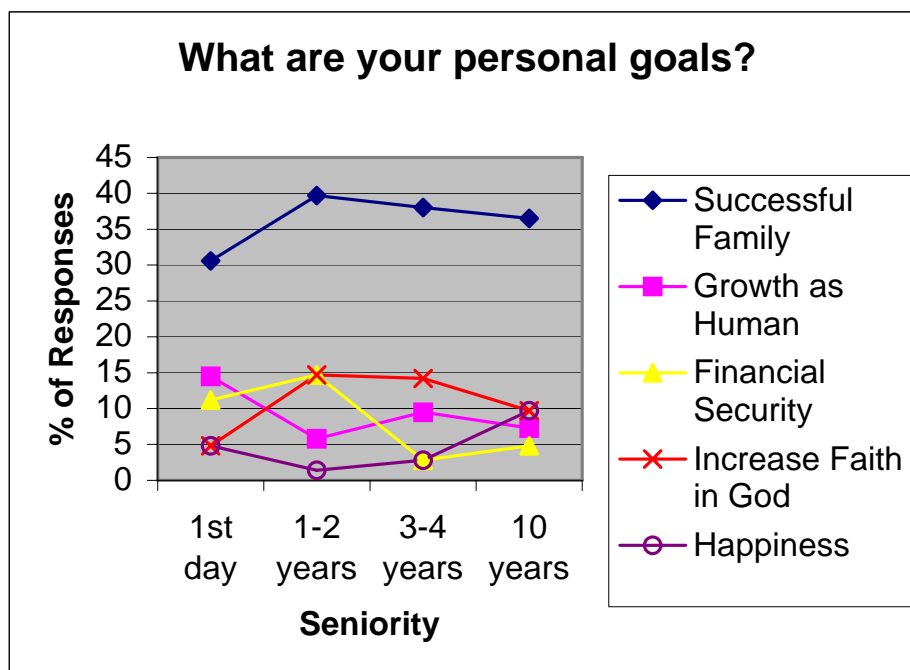


Figure 2. Personal goals of fire fighters from the first day on the job (left) to those who have ten years experience on the fire department (right).

What are your career goals?

Results concerning career goals indicate that promotion in the organization is the highest, but starts receding from 2 years down to the 10 year mark, while education begins increasing at the 2 year mark all the way up to 10 years (Figure 3).

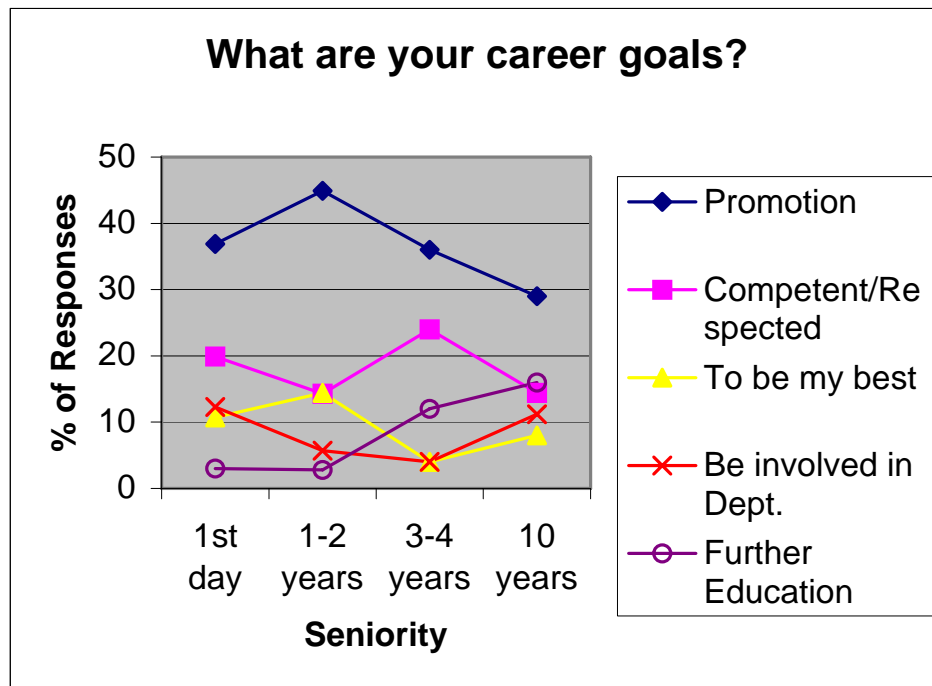


Figure 3. Career goals of fire fighters from the first day on the job (left) to those who have ten years experience on the fire department (right).

Is there an event or situation that has significantly influenced you or your goals?

Early in the career of fire fighters, family is listed as the most influential item affecting goals (Figure 4). At the 3-4 year period, family becomes less influential while good and bad officers are highly influential toward goals.

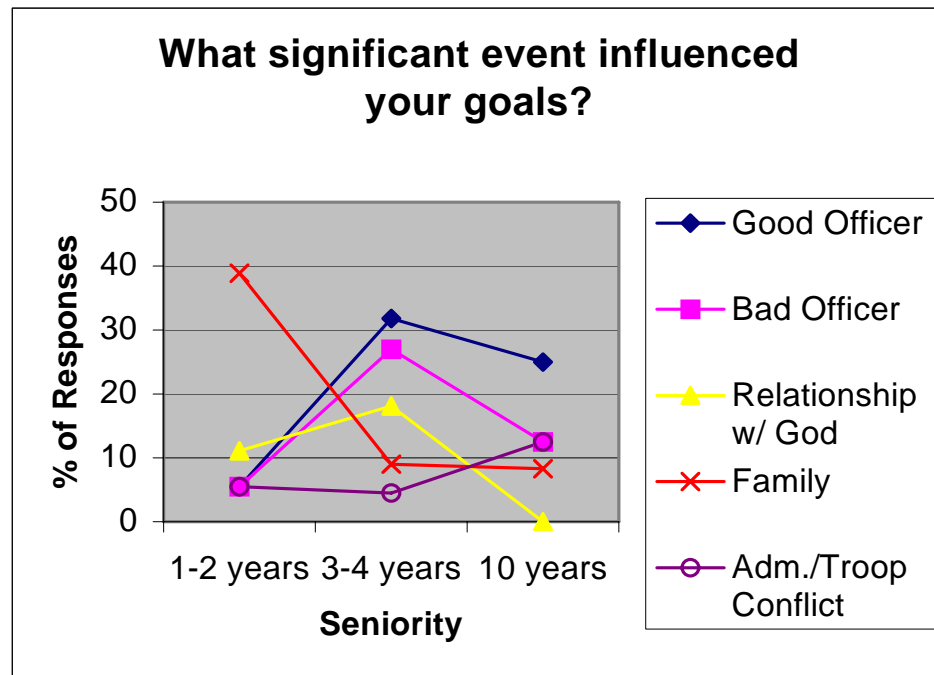


Figure 4. Significant event influencing fire fighters goals from the first year on the job (left) to those who have ten years experience on the fire department (right).

The results of the fire fighter survey indicate that individuals become fire fighters for various reasons. Their goals and significant events that affect their goals are also varied. Appendix J categorizes each of these responses and classifies them under Maslow's Hierarchy of Needs (Carter and Rausch, 1989).

The strategies for aligning fire fighters' goals with those of the organization focus on the individual's needs and emphasizes how organizational goals can meet those needs. The Matrix in Appendix B prioritizes the focus for the supervisor.

DISCUSSION

Change is inevitable. If the fire service had not changed, we would still be trying to put out fires with bucket brigades and horse drawn pumps. Changing technological advances demand that we, in the fire service, change. If you do not change you wither and die. Change initiatives such as the First Responder Program are long over due in the Lubbock Fire Department and have been met with resistance. This researcher has looked at the goals and attitudes of fire fighters the first day on the job and has seen deterioration in those attitudes and a shifting of the goals in these individuals over a period of a few years. This supports the theory that a varied workforce will have varied views on change (Seashore et al. 1983).

It is evident that most fire fighters surveyed say they want to serve the public. Their personal goals primarily focus around their family. Being promoted is considered the most important career goal. Their responses indicate that family is the most influential thing affecting their goals up until about the 3-year mark. After about 2-3 years, fire fighters become very familiar with their work environment and begin looking at others in the organization and their performance. Either a good or bad officer then heavily influences these fire fighters' goals.

The LFD goal of providing a First Responder Program is paramount to serving the public. This goal should be right in line with the fire fighters number one reason why they wanted to be a firefighter. I believe that the reason this fire department goal is being met with some resistance is due to the fire fighter not being able to immediately see how the goal will help serve the public. These 1-10 year fire fighters are constantly bombarded, at the fire station, with reasons why it will not work. These reasons seem to be promulgated by many 20-year fire fighters who have become complacent and who are resistant to change. These same fire fighters are not getting clarification of the departments' goals delivered to them by their supervisors.

I believe that once the fire fighters actually see that the First Responder Program will save lives they will buy into the program. Getting the buy-in is crucial when you are starting new programs or implementing other change initiatives.

When the new fire fighter comes to work, they are relatively young. Only 52% of them are married. Their personal goals revolve primarily around providing for their families or starting families (Figure 2). This falls into the second level of Maslow's Hierarchy of Needs (Appendix J). This indicates that even the 10-year fire fighter is still struggling to meet some of the basic needs and will not be able to strive towards self-actualization until these needs are met.

It is interesting to see that for the first two years, job security is not listed as the primary reason individuals become fire fighters; however, it becomes more important and continues to rise to the 10-year mark (Figure 1). I believe this is due to new fire fighter wanting to be seen as one who is doing this job in order to serve the public as opposed to one who is merely drawing a pay check. As a new employee, it would be

foolish to say you just wanted a job in order to have job security. As 10-year employees, fire fighters are more honestly stating that job security is important to them.

This same logic can be applied to the response “excitement” as shown in Figure 1. The fire fighter, on his or her first day, would not respond that the excitement of the job is primarily why they want to become fire fighters. However, this is very important at the 3-4 year mark (Figure 1). Excitement becomes less important by 10 years. It appears that by this time, fire fighters have just about seen every type of incident there is. The average age of the 10-year fire fighter is 38. They are getting older, 91% of them are married and are trying to support their families. The focus for the 10-year fire fighter, naturally, would tend to be on job security instead of the excitement of the job.

The fire fighters personal goals deal with their families (Figure 2). Financial security becomes less important at about 3 years. Fire fighters appear to be getting their feet on the ground, financially. It is interesting to note that once the financial needs have been met, fire fighters’ concern for happiness tends to go up (Figure 2). Job security and financial needs, while they are necessary, may not be good motivators.

Career goals are initially focused on promotions. The young fire fighters see success and promotions as being synonymous. This goal is very strong until the 2-3 year range (Figure 3). LFD fire fighters are not eligible to sit for their first promotional test until they have completed 2 years. The tests are highly competitive. These fire fighters who are testing for the first time, are either highly self-motivated individuals who score high on the test or they do not score very high and become discouraged. That explains why, at the 3-4 year mark, the goal of making a promotion declines. Fire fighters may realize that too much effort is required to promote. If they do not promote,

they want to at least be respected for doing a good job (Figure 3). It appears that being considered competent and respected by your peers has a negative correlation with being the best you can be (Figure 3). Being considered competent and respected has to do with what others think of you or your esteem and social status. This falls in the fourth level of Maslow's Hierarchy of Needs while being your best is more focused on self-actualization (Appendix J). By ten years, fire fighters are looking for those things that will make them happy and give them inner-satisfaction. It is also interesting to note that education, being involved in the department and being ones best all have a positive correlation from the 3-4 year up to the 10-year mark (Figure 3).

Organizational goals are spelled out in documents such as the Operating Budget and Mission Statement. Our current written Mission Statement was developed in 1991. All personnel at the various fire stations were given the opportunity to make suggestions on the wording. When the final product came out, many people felt that administration had not listened to what was presented. The ending perception of the line personnel, was that administration put what they wanted in the Mission Statement and disregarded all of the suggestions that everyone else had made (District Chief Greg Lee, personal communication, October 10, 2000). It is difficult to get buy-in to the organization's goals from individuals who feel like their suggestions were disregarded.

The fire fighters' personal and career goals must be aligned with the organizational goals in order to motivate individuals to give their best. By knowing what each individual's goals are, the leader can apply various leadership styles focusing on goal alignment in order to increase effectiveness and performance of fire fighters. Aligning organizational goals with personal goals utilizing the strategies listed in

Appendix A should show an increase in productivity and involvement in the department. This increase in involvement will only lead to more support for change initiatives, now and in the future, throughout the LFD.

RECOMMENDATIONS

Additional research is needed to study different stresses placed on fire fighters and how those stresses affect attitudes toward goal attainment. Further evaluation and testing should be applied to the Motivational Matrix Theory, recognizing that it is merely another tool for the effective leader to use in guiding people towards goal accomplishments. It is recommended that the performance evaluation process for the LFD be reconstructed, to include fire fighters goals and how they apply to the Motivational Matrix Theory (Appendix B).

The results of this research indicate a need for each fire fighter to write down their personal and career goals for their supervisor at the beginning of each evaluation cycle. These written goals could then be classified and placed in the Motivational Matrix for that individual, by the immediate supervisor, to use as a guide for goal accomplishment.

It is recommended that each District Chief have an updated listing of their subordinates' goals. These can be updated through the annual performance appraisal process. All officers should be given a leadership class on the importance of goal alignment and how to apply the Motivational Matrix in a given situation. The class should be developed and administered by the Deputy Chief of Operations and should contain examples from various leadership theorists. It is also recommended that the

Deputy Chief of Operations, who is the immediate supervisor of the District Chiefs, begin the next performance appraisal process by applying the Motivational Matrix Theory (Appendix B).

A well-defined method to communicate fire department goals throughout the organization should be developed and there should be a periodic review of the Mission Statement.

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APPENDIX A
Strategies for Goal Alignment

1. Conduct a periodic review of the Fire Department Mission Statement.
2. Reconstruct the performance evaluation process.
3. Train supervisors in new performance evaluations, which includes written documentation of subordinates' personal and career goals.
4. Develop an effective officer development program for the fire department that includes leadership training.
5. Train the District Chief's to utilize the Motivational Matrix in order to guide subordinates towards their goals and the goals of the department.

APPENDIX B
Motivational Matrix

	BASIC NEEDS	SAFETY AND SECURITY	BELONGING AND SOCIAL	ESTEEM AND STATUS	SELF- REALIZATION FULFILLMENT
1-2 Year					
Fire fighter		XXX	X	XX	
3-4 Year					
Fire fighter		XXX		X	XX
10 Year Fire					
fighter		XXX		X	XX

Best Approach - **XXX**

Secondary Approach - **XX**

Third Approach - **X**

When organizational goals are identified, they can be aligned with the fire fighters goals in the Matrix utilizing the strategies in Appendix J. For example, if the organizational goal is to provide a First Responder Program, the leaders best approach would be to appeal to the (1-2 year) fire fighters safety and security needs and how the new program would help meet those needs. If that approach does not work, the leader would then appeal to the fire fighters esteem and social needs and show them how the program could meet those needs. Individuals' goals should be classified, prioritized and placed on the Matrix in order to align specific goals with organizational goals.

APPENDIX C**LUBBOCK FIRE DEPARTMENT MISSION STATEMENT**

The Lubbock Fire Department protects life, property, health, and the environment of our city by delivering quality Fire and Life Safety Services.

To support our mission, we:

Work aggressively to prevent fires and to deliver quality Fire and Life Safety Education:

Respond promptly to all calls for emergency assistance in an efficient and effective manner:

Ensure that our actions are efficient, professional, and in harmony with the needs of our citizens and the environment.

Promote, encourage, and require that safety be a primary element of all department operations:

Provide quality fire service training and professional development:

Promote a level of personal physical fitness that will reduce injuries and enhance the employee's quality of life.

Seek to provide other community services within the scope of our mission.

The department's reliance on its employees to provide these services requires that:

Each individual participates with a high standard of initiative, cooperation, and dedication for the accomplishment of the Fire Department Mission.

Each individual is recognized as valuable to the department:

Each individual is treated ethically and provided proper training, equipment, support, safety, and opportunity:

Each individual is accountable to others in the department, the City organization, and the Public for a high level of performance and dedication to service.

APPENDIX D**SURVEY FOR 1ST DAY ON THE JOB**

Why do you want to be a fire fighter?

What are your personal goals?

What are your career goals?

APPENDIX E
SURVEY LETTERS TO FIRE FIGHTERS
1-2 YEAR

September 18, 2000

Lubbock, TX

Dear _____,

Congratulations, It looks like you made your first year with flying success! I have not received any negative performance reports on your behalf, therefore I would like to formally welcome you to a long term career with the LFD. I appreciate all the effort you have put forth, and will continue to put forth to make this a better department. It only seems like yesterday, (twenty-two years ago) when I first became a firefighter, that the only important thing was whether or not I got to fight any fire on my particular shift. I realize that fighting fire is a very exciting part of what we do, however, it only seems to involve a very small percentage of our time. If you get caught up in that excitement, you may tend to lose sight of our true mission. This is why you must have personal goals as well as career goals always on your mind, so you do not lose sight of the mission. While you were in recruit school, I asked you to write down why you wanted to be a firefighter (I still have those statements). You have now completed one year of service on the LFD. My questions are:

- 1) Why do you want to be a firefighter?
- 2) What are your personal goals for your life?
- 3) What are your career goals?
- 4) Is there any event or situation that has influenced you or your goals?

Please take some time to respond to each of these questions. It is very important that you answer these questions honestly and not just what you think I want to hear. I am conducting research on this very important subject of goals. Please send your response through E-mail or inner-office mail. I am giving you a deadline of **October 10th** to have this back to me. Your answers will be kept confidential, but I would encourage you to share these ideas with those around you. It is amazing how much help you will receive to achieve your goals, if you only let people know what those goals are. I would also encourage you to keep a copy of your goals with you at all times so you can refer to them.

Once again, I would like to congratulate you on achieving this first hurdle in your career. I do very much appreciate all the good work you are doing. If I can ever be of assistance, please call.

Thank you,
Rhea Cooper
Deputy Chief of Operations
Lubbock Fire Department

APPENDIX E (continued)
SURVEY LETTERS TO FIRE FIGHTERS
3-4 YEAR

September 18, 2000

Lubbock, TX

Dear _____,

I can hardly believe that it has been almost (3 or 4) years since you came to work here at the Lubbock Fire Department. I do not get to make as much contact with each individual as I would like to, but I do like to make every effort to stay in touch when I can. I often get caught up in the trap of dealing with the "crisis of the day" and do not get to spend enough time with the troops. I am working more on trying to stay focused on the really important issues, which may or may not be the most urgent. I am currently conducting research on fire fighters and their goals. I know I have asked you these questions before, but this is very important information that is critical to my research.

- 1) Why are you a firefighter?
- 2) What personal goals are you currently working on?
- 3) What are your career goals?
- 4) Is there an event or situation that has influenced you or your goals?

Please take some time to respond to each of these questions. It is very important that you answer these questions honestly and not just what you think I want to hear. I am conducting research on this very important subject of goals. Please send your response through E-mail or inner-office mail. I am giving you a deadline of October 10th to have this back to me. Your answers will be kept confidential, but I would encourage you to share these ideas with those around you. It is amazing how much help you will receive to achieve your goals, if you only let people know what those goals are. I would also encourage you to keep a copy of your goals with you at all times so you can refer to them.

Once again, I would like to congratulate you on achieving this first hurdle in your career. I do very much appreciate all the good work you are doing. If I can ever be of assistance, please call.

Thank you,

Rhea Cooper
Deputy Chief of Operations
Lubbock Fire Department

APPENDIX E (continued)
SURVEY LETTERS TO FIRE FIGHTERS
10 YEAR

September 18, 2000

Lubbock, TX

Dear _____,

I can hardly believe that it has been over ten years since you came to work here at the Lubbock Fire Department. I do not get to make as much contact with each individual as I would like to, but I do like to make every effort to stay in touch when I can. I often get caught up in the trap of dealing with the "crisis of the day" and do not get to spend enough time with the troops. I am working more on trying to stay focused on the really important issues, which may or may not be the most urgent. I am currently conducting research on fire fighters and their goals. I know I have asked you these questions before, but this is very important information that is critical to my research.

- 1) Why are you a firefighter?
- 2) What personal goals are you currently working on?
- 3) What are your career goals?
- 4) Is there an event or situation that has influenced you or your goals?

Please take some time to respond to each of these questions. It is very important that you answer these questions honestly and not just what you think I want to hear. I am conducting research on this very important subject of goals. Please send your response through E-mail or inner-office mail. I am giving you a deadline of October 10th to have this back to me. Your answers will be kept confidential, but I would encourage you to share these ideas with those around you. It is amazing how much help you will receive to achieve your goals, if you only let people know what those goals are. I would also encourage you to keep a copy of your goals with you at all times so you can refer to them.

I do very much appreciate all the good work you are doing. If I can ever be of assistance, please call.

Thank you,

Rhea Cooper
Deputy Chief of Operations
Lubbock Fire Department

APPENDIX F

Survey Results for First Day on the Job (53 respondents)

Why are you a Fire Fighter?	What are your personal goals?	What are your career goals?
Serve public sector/ help others – 29.7%	Successful Family –30.6%	Promotion in organization – 36.9%
Continue a challenging career – 16.7%	Growth as a human being/ respected- 14.5%	To be well respected/ competent – 19.9%
Security/ good job – 10%	Own Home – 12%	Be involved in Dept. – 12.3%
Excitement – 9%	Financial Security – 11.2%	To be the best I can – 10.7%
Camaraderie/ teamwork – 8.3%	Education – 8%	Positive impact – 6.1%

APPENDIX F (continued)

Why are you a Fire Fighter?	What are your personal goals?	What are your career goals?
Sense of accomplishment in saving lives – 6.8%	Strive for Success –4.8%	Increase efficiency/ effectiveness – leave a legacy – 4.6%
Lifelong dream – 5.3%	Increase Faith in God – 4.8%	Education – 3%
Gain Knowledge and Experience – 4%	Happiness – 4.8%	Mentor/ help other fire fighters – 3%
Family oriented/ high ideals – 3.8%	Be positive role model – 4%	To be looked upon as a leader – 1.5%
Stay physically fit – 3.8%	Part time job/ hobby – 2.4%	Retire with a good pension – 1.5%
Uphold honor – 1.5%	Physically fit – 2.4%	

APPENDIX G

Survey Results for 1-2 year Fire Fighters (39 respondents)

Why are you a Fire Fighter?	What are your personal goals?	What are your career goals?	What significant event or situation influenced your goals?
Serve public sector/ help others – 42%	Successful Family – 39.7%	Promotion in organization – 44.9%	Family – 38.9%
Continue a challenging career – 9.8%	Growth as a human being/ respected- 5.8%	To be well respected/ competent – 14.3%	Critical emergency call – 16.6%
Security/ good job – 4.2%	Own Home – 10.2%	Be involved in Dept. – 5.7%	God – 11.1%
Excitement – 14%	Financial Security – 14.7%	To be the best I can – 14.4%	Getting this job – 11.1%

APPENDIX G (continued)

Why are you a Fire Fighter?	What are your personal goals?	What are your career goals?	What significant event or situation influenced your goals?
Camaraderie/ teamwork – 7%	Education – 2.8%	Positive impact – 7.2%	Bad officer – 5.5%
Sense of accomplishment in saving lives – 7%	Strive for Success – 4.4%	Retire with a good pension – 5.7%	Bitterness – 5.5%
Lifelong dream – 2.8%	Increase Faith in God – 14.7%	To be looked upon as a leader – 2.8%	Divorce – 5.5%
Gain Knowledge and Experience – 2.8%	Happiness – 1.4%	Education – 2.8%	Good officer – 5.5%
Stay physically fit – 9.8%			

APPENDIX H

Survey Results for 3-4 Year Fire Fighters (13 respondents)

Why are you a Fire Fighter?	What are your personal goals?	What are your career goals?	What significant event or situation influenced your goals?
Serve public sector/ help others – 31.4%	Successful Family – 38%	Promotion in organization – 36%	Good officer – 31.8%
Continue a challenging career – 2.8%	Growth as a human being/ respected- 9.5%	To be well respected/ competent – 24%	Bad officers on dept. – 27%
Security/ good job – 8.5%	Own Home – 9.5%	Be involved in Dept. – 4%	Personal relationship with God – 18.1%
Excitement – 20%	Financial Security – 2.8%	To be the best I can – 4%	Family influences – 9%
Camaraderie/ teamwork – 11.4%	Education – 14.2%	Positive impact – 4%	Unjust discipline of officer – 4.5%

APPENDIX H (continued)

Why are you a Fire Fighter?	What are your personal goals?	What are your career goals?	What significant event or situation influenced your goals?
Sense of accomplishment in saving lives – 11.4%	Increase Faith in God – 14.2%	Education – 14.2%	Getting this job – 4.5%
Lifelong dream – 2.8%	Be positive role model – 2.8%	Retire with a good pension – 8%	Critical emergency scene – 4.5%
Gain Knowledge and Experience – 2.8%	Happiness – 2.8%	To be looked upon as a leader – 4%	
Family oriented/ high ideals – 2.8%		Mentor/ help other fire fighters – 4%	
Stay physically fit – 5.7%			

APPENDIX I

Survey Results for Ten Year Fire Fighters (24 respondents)

Why are you a Fire Fighter?	What are your personal goals?	What are your career goals?	What significant event or situation influenced your goals?
Serve public sector/ help others – 26.8%	Successful Family – 36.5%	Promotion in organization – 29%	Good officer – 25%
Continue a challenging career – 9.7%	Growth as a human being/ respected- 7.3%	To be well respected/ competent –14.4%	Bad Officers – 12.5%
Security/ good job – 19.5%	Own Home – 2.4%	Be involved in Dept. – 11.2%	Conflict between Adm./ Troops – 12.5%
Excitement – 9.7%	Financial Security – 4.8%	To be the best I can – 8%	Making the rank of officer – 8.3%
Sense of accomplishment in saving lives – 14.6%	Education – 4.8%	Positive impact – 1.6%	Family – 8.3%

APPENDIX I (continued)

Why are you a Fire Fighter?	What are your personal goals?	What are your career goals?	What significant event or situation influenced your goals?
Gain Knowledge and Experience – 8%	Strive for Success – 9.7%	Increase efficiency/ effectiveness – leave a legacy – 3.2%	The need to learn from each incident– 4.1%
Family oriented/ high ideals – 4.8%	Increase Faith in God – 9.7%	Education – 16%	Strong values at home – 4.1%
Uphold honor – 2.4%	Happiness – 9.7%	To be looked upon as a leader – 4.8%	Transfer to Prevention – 4.1%
	Part time job/ hobby – 4.8%	Retire with a good pension – 4.8%	Unclear future – 4.1%
	Physically fit – 7.3%		Low morale – 4.1%
			Second Marriage – 4.1%
			Good crews – 4.1%
			Father's encouragement – 4.1%

APPENDIX J

MASLOW'S HIERARCHY OF NEEDS

BASIC NEEDS	SAFETY AND SECURITY	BELONGING AND SOCIAL	ESTEEM AND STATUS	SELF- REALIZATION FULFILLMENT
	JOB SECURITY	TEAMWORK	EXCITEMENT	BE MY BEST
	PROMOTION	SERVE PUBLIC	GROWTH AS HUMAN	INCREASE FAITH IN GOD
	FAMILY	BE INVOLVED IN DEPT.	COMPETENT/ RESPECTED	HAPPINESS
	FINANCIAL SECURITY		CHALLENGING CAREER	EDUCATION

SUGGESTED STRATEGIES FOR EACH AREA OF NEED

BASIC NEEDS	SAFETY AND SECURITY	BELONGING AND SOCIAL	ESTEEM AND STATUS	SELF- REALIZATION FULFILLMENT
	SPELL OUT	PUT ON	GIVE	SEEK
	BENEFITS/ INVOLVE FAMILY	IMPORTANT COMMITTEE	REWARDS AND RECOGNIZE	OPPORTUNITIES FOR FULFILLMENT